AN APPRAISAL OF RELATIONSHIP BETWEEN
HUMAN RESOURCE MANAGEMENT AND
PRODUCTIVITY

(A CASE STUDY OF BEL ELECTRONICS LTD, GHAZIABAD)

Synopsis

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INTRODUCTION

The organizations are the part of the global economy and acknowledge that no complete successfully in this global economy they need to change the ways they conduct business. In many instances, this has changed the basic relationship between the organization and its employees. Global trade, competitiveness and global business relationships have precipitated a change in the business culture. The evolution from the industrial society to the knowledge society is fundamentally changing the relationships between employers and employees. Traditionally in the industrial society, employers provided:

- stable, long-team jobs in return for company loyalty;
- A sense of family and belonging

Long-term employees were valued and company loyalty was expected and given. The structural changes that occurred through the 80s and 90s significantly changed these relationships. Employees began to recognize that jobs may not be for life, and organizations were not necessarily going to 'look after them'. Employers and employees begun to develop new partnerships to serve their needs more fully in the new environment. Organizations are beginning to tailor benefit packages to meet the needs of the individual.
The changing nature of the work place

The work arrangement is more temporary and must serve the needs of both the employee and the company. Prospective employees carefully examine working conditions. This is particularly apparent in the highly competitive high tech sector. Stress levels for employees are increasing, as they have to 'worry' about performing on the job as well as constantly managing their careers. The emerging philosophy is 'we will contract with you to provide an environment in which you can personally excel. The balance between work and family has become increasingly difficult to maintain in the fast-paced competitive environment in which most people have to work. Business now has to compete globally and employers are more concerned about the costs of benefit packages, payroll taxes and their relationship to profits. In this environment, workplace health is becoming increasingly important and complex.

PURPOSE OF THE STUDY

Motivated employees give more in return than the expectation of employers. This was the reason that organizations employed strategies that could motivate large population and benefited. External global changes after the technological revolution forced organization to reconsider their strategies of getting from their people. Technology made the jobs easy, objective, and transparent. It also enhanced the level of efficiency within time and quality. As a result, employees engaged with such jobs required up-gradation of their skills to align with technology. In this process, some improved, other survived, and many become redundant that led to many psychological problems. At the same, importance of employees, who have ability make/get best from the inputs,
increased substantially that led to the problems of attrition and retaining talent. Importance of talent increased only in the last decade when learning organizations started getting fruits of investing on the knowledge workers. A new way of thinking on human capital management emerged in the literature. Looking at the case of India, one finds that earlier Indian scientists, technologists and doctors used to go abroad for higher education and specialized training in the areas for which facilities were either nascent or nonexistent and were not returning back to India. Today situation is not significantly different on record but perceptually different.

Any organization’s main objective is to enhance its productivity and achieve the goals for which organization stands. Question is how people treat themselves in a setting where they work but are not the primary members of that setting (organization), if outsourcing is organizational reality. In fact, many organizations are doing fairly well with the help of only outsourced members and even outsourced members might not be feeling serious identity problem, as they are able to earn and do well in their profession. This type of employee has been adequately understood in the context of organizational performance.

OBJECTIVES OF THE STUDY

It is obvious to see better performance from the employees who attach themselves the jobs they do and organizations they work for, irrespective of their stable or contractual relationship. Therefore, organizations must create a culture, where its leaders (managers) should be able to apply their human skills more humanly and effectively to get best from them. This may not change their formal relationship but certainly will enhance informal relationship and overall performance. In brief the objectives of the study are:
To understand how global, technological, legal-political, and social forces influence and shape the nature of Human Resource;
➢ To appreciate the significance of theories and metaphors for seeing and understanding organizations and situations in distinctive and partial ways;
➢ To explain what the changing social contact between organizations and employees means to managers in terms of managing uncertainty, organizational commitment, and stress;
➢ To provide examples of how managers might encourage more team working learning and innovation in their work environments through developing relationship in attitudes/ values, leadership, structure, and communication;
➢ To study the organizational strategy and Human Resources; and
➢ To study the job satisfaction and organizational commitments in the organizations.

RESEARCH METHODOLOGY

Managers can help create cultural norms of learning and personal development by demonstrating a concern for people and their individual ideas, initiatives, and innovations. For example, humanistic values are evident in management practices that utilize participative empowerment techniques, such as quality circles, self-managing work groups, and multi-skilling. Here managers share their decision-making authority and resources with employees and importantly, are prepared to embrace and synthesize the realities (mental models) of other individuals and groups to reflect a new sense of unity and mutuality. Ultimately, managers have to admit to themselves that they are not always in control and do not know how to do everything!
Research Design

Research involves single sample be chosen from the total population. Views of various subgroups of populations - employees, officer management and union representative will be sought through the personal interview and structured questionnaire. Suggestions will also sought from constituents. Sampling is used as there are a large number of employees. A questionnaire would be filled from 50 persons.

Data Collection

For collection of data relating to the study, two sources were adopted. Primary sources for primary data and secondary sources for secondary data. In this research Questionnaire Method will be adopted for the collection of primary data and other information, approaches, innovative ideas and suggestions will be based on he secondary data. For secondary data books, magazines, reports, web sites will be used. Internal sources like company balance sheet, brochures and company profile were also be used.

Research Tools and Techniques

Data will be collected from various secondary and primary sources. Data from secondary sources will be collected from various publications, books and records. The stepwise process will be as follows:

✓ study of HR practices through company visit;
✓ Preparation of the questionnaire, evaluation and pilot study at the company;
✓ Administering the questionnaire;
✓ Analysis of the collected data and interactions with the employees of the Company; and
✓ Preparation and presentation of the report.

For formulating this thesis the data/information will be used from:

✓ Primary sources such as field visits to the offices of the selected company;
✓ Interviews with employees as the sample of study.
✓ Secondary sources by way of visits to the Library - Books, Journals and Contemporary Articles in the areas of Human Resource Management.

**Data Analysis and Interpretation**

Data so collected is analyzed and results are interpreted and recommendations are made which are of help in enhancing the productivity through dynamics of the human resources. Data analysis and interpretation of results will provide the useful information to management to understand the relationship between human resource management and productivity.

**Period of the Study**
The current period is the worse one for the industry hence this is the right time to raise the issue of productivity with the industry. The period of the study would be between April 2007 and March 2010.

**RESEARCH HYPOTHESIS**

With the changing business environment, the industry needs to have more productivity from the existing resources. This has also encouraged the manpower to have more emphasized over the use of resource in most optimal way. The human resource nature has changed drastically and which has impact on the productivity.

**LIMITATIONS OF THE STUDY**

The present study is based over the opinion of the surveyed people working in different capacity in the company. The opinion may be biased due to some reasons. As the sample would be taken and cared that opinion should be impartial, still it cannot be guaranteed.
PLAN OF STUDY

Chapter-1  INTRODUCTION
1.0  Concept of Human Resource Management
1.1  Significance of Study
1.2  Objectives of the Study
1.3  Methodology Adopted
   (a)  Research Design
   (b)  Data Collection
   (c)  Interpretation
1.4  Limitations of the Study
1.5  An Human Resource Management Model for India

Chapter-2  PRODUCTIVITY
2.0  The concept of Productivity and Methodology
     of the Productivity measurement
2.1  The significance of Productivity in Terms of
     Human Resource Management
2.2  Factors Affecting Productivity
2.3  Trend of Productivity

Chapter-3  PROFILE OF STUDY UNIT
3.0  Profile of Study Unit
     (Bharat Electronics Limited an overview)
3.1  Human Resource Management in Study Unit
3.2  Productivity and Its Trends in Study Unit
3.3 Changing Nature of Human Resource Management in Study Unit
3.4 Other Aspects of Study Unit
3.5 Human Resource Policy of the Study Unit

Chapter-4  HUMAN RESOURCE PROGRAMMES OF BELL LTD.

4.0 Employee Performance Appraisal of the Company
4.1 Study of Various Points included in the Appraisal
4.2 Study of Performances Appraisal Techniques With regard to Rank and File Employees
4.3 Study of Performance Appraisal of Management People at the Company
4.4 Limitations of Performance Appraisal Programme of the Company.

Chapter-5  HUMAN RESOURCE MANAGEMENT AND ITS RELATIONSHIP WITH PRODUCTIVITY

5.0 Assessing Human Resource Effectiveness
5.1 Human Resource Development Policies and Productivity
5.2 Performance Appraisal Programme of Human Resource and Productivity.
Chapter-6  WORK BEHAVIOUR IN HUMAN RESOURCE MANAGEMENT AND PRODUCTIVITY
6.0  Concept of Work Behaviour
6.1  Welfare to Work Concept
6.2  Job Satisfaction & Human Resource Activities
6.3  Job Satisfaction & Productivity
6.4  Job Analysis & Human Resource Activities
6.5  Behavioural Aspects of Job Analysis
6.6  Job Analysis and Productivity

Chapter-7  MOTIVATIONAL APPROACH IN HUMAN RESOURCE MANAGEMENT & PRODUCTIVITY
7.1  Concept of Welfare
7.2  Incentives
7.3  Fringe Benefits
7.4  Impact on Productivity

Chapter-8  CONCLUSION AND SUGGESTIONS